a bobit publication C1575-2A august 1985

automotive FLEET

THE MANAGEMENT MAGAZINE FOR CAR AND LIGHT TRUCK FLEET OPERATORS

Full-Out '86 Calendar

'86 Sneak Preview
Car Specifications
Lessors' Recommendations

AUGUST 1985 VOL. 24, NO. 10

automotive FLEET®

THE MANAGEMENT MAGAZINE FOR CAR AND LIGHT TRUCK FLEET OPERATORS

Influencing the management of 4,584,000 cars and 1,970,000 light trucks and vans in business, leasing, rental, utility, government, police, and taxi fleets.

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Vehicle Assignment	Vehicle Category	Engine
Economy/Special Purpose	Sub-Compact	4 Cyl
	Small	4 Cyl
Sales/Service	Small	4, 6 Cyl
	Mid Size	4, 6 Cyl
Managerial	Mid Size	4, 6 Cyl
	Full Size	6, 8 Cyl
	Specialty	4, 6 Cyl
Executive:		
Group I	Full Size	6, 8 Cyl
	Specialty	4, 6 Cyl
Group II	Full Size	6, 8 Cyl
	Luxury	6,8 Cyl
	Specialty	4, 6, 8 Cyl

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On our cover: Fleets frequently adopt a "wait and see" attitude about new models. But Don Langefeld (left) and Bill Willis, fleet sales heads for Lincoln-Mercury and Ford, must surely be pleased with the Mercury Sable and Ford Taurus showing up on so many lessors' recommendation lists.

AUTOMOTIVE FLEET® (ISSN 0005-1519) is published monthly by Bobit Publishing Company. The contents of this publication may not be reproduced either in whole or in part without consent of Bobit Publishing. Please address ALL correspondence to the Editorial and Executive Offices at 2500 Artesia Boulevard, Redondo Beach, California 90278. Subscription Prices — United States: $24 per year, $40 for two years; Canadian $32 per year, $60 for two years. International: $60 per year, $100 for two years. Single copy price — $2.00; Fact Book — $25. Number of cars operated and services must accompany the order. Second Class postage paid at Redondo Beach, California 90277-9998 and at additional entry. Postmaster: Send address changes to Automotive Fleet, 2500 Artesia Boulevard, Redondo Beach, California 90278. Bobit Publishing also publishes, *Metro, School Bus Fleet, Limousine and Chauffeur, Contemporary Surgery, Contemporary Orthopaedics, Waterbed, Showcase,* and *Yankee Trader.*

Calendar

AUGUST

14-18 — The Alliance of State Car and Truck Renting and Leasing Association's Sixth Annual Assembly of Delegates, Ocean Shores Convention Center, Ocean Shores, WA. For information, call (800) 426-0648, ext. 7042.

19-21 — Rocky Mountain Fleet Managers Association's Eighth Annual Fleet Seminar and Equipment Show, Denver, CO. For information: (303) 623-2500.

SEPTEMBER

3-5 — Canadian Automotive Leasing Association Annual Meeting, Prince of Wales Hotel, Niagara-on-the-Lake, Ontario.

9-12 — National Association of Fleet Administrators' Automotive Systems and Maintenance Technologies, Course 80, Adam's Mark, Kansas City, MO.

13-15 — National Association of Fleet Resale Dealers, Sheraton Park Place Hotel, Minneapolis, MN.

18-19 — National Association of Fleet Administrators' Advanced Fleet Management, Course 90, Radisson Plaza Hotel Charlotte, Charlotte, NC.

19-21 — Automotive Fleet & Leasing Association Convention, Pheasant Run, St. Charles, IL.

19-22 — National Auto Auction Association Annual Convention, Denver Marriott, City Center, Denver, CO.

29-30 — American Automotive Leasing Association Mid Year Meeting, Westin O'Hare, Chicago, IL.

OCTOBER

23-26 — American Association of Equipment Lessors' 24th Annual Convention, Disneyland Hotel, Anaheim, CA.

27-Nov. 1 — Wharton Certified Fleet Manager Program, Course One, workshop developed by Wharton School of the University of Pennsylvania and the NAFA Foundation, Philadelphia, PA. For information: (215) 898-4595.

Gas Prices

City	UNLEADED Cost Per Gallon Unleaded Full-Serve	Self-Serve
Little Rock, AR	149.9	121.4
Kingman, AZ	164.9	124.4
Oakland, CA	157.9	126.2
Washington D.C.	146.7	122.3
Orlando, FL	142.9	125.4
Atlanta, GA	145.8	120.5
Honolulu, HI	170.0	151.1
Des Moines, IA	148.0	131.0
LaSalle, IL	154.9	127.4
Buzzard's Bay, MA	119.9	106.9
Kalamazoo, MI	157.0	127.4
Raleigh, NC	140.4	118.9
Buffalo, NY	137.3	124.6

Survey conducted during the first five working days of July, 1985.
Supplied by Runzheimer International, Runzheimer Park, Rochester, WI.

STAFF

Editor and Publisher
Edward J. Bobit

Executive Editor
W. Thomas Bezzi

Managing Editor
Glenn Hunter

Assistant Editors
Pamela A. Bobit
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Terri Suzuki

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Graphics
Doreen Aiken
James Dunlap, Jr.
Monica Chambers
Steven Stein
Patrick Milligan

President
Edward J. Bobit

Executive Vice President and Associate Publisher
Ty Bobit

Business and Editorial Office
Bobit Publishing Co.
2500 Artesia Boulevard
Redondo Beach, CA 90278
(213) 376-8788

District Advertising Managers

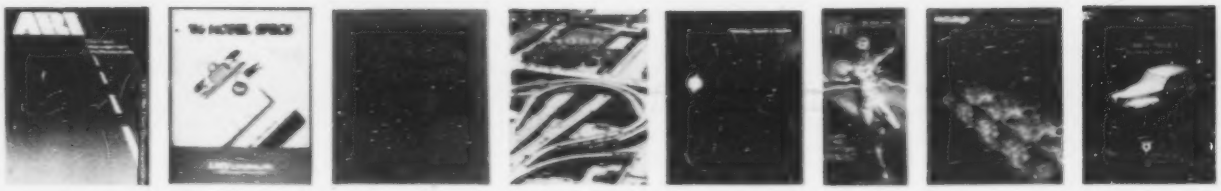
Midwest
Earl T. Gray
2015 S. Arlington Heights Rd.
Suite 116C
Arlington Heights, IL 60005
(312) 437-8050

Western
Ty Bobit/Maurice Sutton
2500 Artesia Boulevard
Redondo Beach, CA 90278
(213) 376-8788

Eastern
Frank DiGiacomo
49 S. Maple
Marlton, NJ 08053
(609) 596-0999

Great Lakes
Robert J. Brown
2300 Academy Rd.
Holly, MI 49770
(313) 634-8700

What Leading Lessors Recommend for '86



Decisions about a selector list rest with the fleet manager. But with the proliferation of nameplates and trim packages, choosing vehicles for a fleet's selector list has become an increasingly greater challenge. In meeting that challenge, though, it is helpful to compare one's own assessments of the coming model year with those of the major leasing companies. After all, the major leasing companies have large staffs devoted entirely to vehicle analysis and evaluation.

But understanding the major lessors' recommendations is not as simple as it may seem. Gone are the days where a lessor recommended a dozen cars. Instead, with each year, the factors influencing vehicle selection become more diverse.

Consider, for example, the seven factors that Peterson, Howell and Heather identifies as long-term trends impacting vehicle selection; in summary form they are: the inevitability of increasing fuel taxes in response to declining oil prices, rising gas prices as a result of reduced production, volatility of price as a result of dependence upon Middle Eastern producers, increasing fuel costs because of the retreat from a commitment to fuel efficiency, continued retail popularity of four-cylinder powerplants, plus their improved performance because of technological advancements, and no foreseeable drastic reduction in CAFE standards.

Following the PHH analysis a bit further, we see a prediction that a six-cylinder car will cost $541.80 more than a comparable four-cylinder over the vehicle's term, while also committing the company to increasing costs that could differ by as much as $3,000 by 1990.

From the fleet manager's point of view, this type of heady economic prognostication means a more complicated selector list than in years past. And from the lessors' point of view, the recommendation categories no longer are as simple as small, intermediate, and large. Thus, if we are to obtain an overview of the leasing industry's recomendations, it is necessary to look at recommendations for the '86 model year in greater detail than ever before.

Subcompact

Although not one of the larger lessors, Enterprise Leasing annually presents an astute analysis of the coming model year. In the base subcompact category, they recommend: AMC Alliance and Encore, Plymouth Horizon, Dodge Omni, Ford Escort, Mercury Lynx, Buick Skyhawk Custom, Chevette Scooter/Cavalier Cadet, Olds Firenza, and Pontiac Sunbird. Plus they also recommend upgrade trim packages: Alliance/Encore LS, Horizon DL/Custom, Omni Custom, Escort GL, Lynx L, Skyhawk LTD, Cavalier, Firenza LX, Sunbird LE, while also adding the Cadillac Cimarron.

Gelco provides its clients with an analysis of this vehicle size category based on efficiency, and for each of the vehicles recommended, the company also projects acquisition cost, operating cost, and resale value. The vehicles on the Gelco list and the respective dollar figures for acquisition, operating, and residual are: Dodge Omni, $7,186, $.0695, $3,200; Plymouth Horizon, $7,186, $.0695, $3,200; Chevrolet Cavalier $7,863, $.0687, $3,700; Ford Escort $7,171, $.0666, $3,250; Mercury Lynx $7,433, $.0666, $3,350; AMC Alliance L, $7,654, $.0683, $3,300; and AMC Encore S, $7,928, $.0683, $3,400.

Moreover, Gelco recommends this equipment for efficiency: four-cylinder engine, automatic transmission, power steering, AM/FM, dual mirrors, power brakes, air conditioning, tinted glass, electric rear window defroster, front and rear mats, and body side moldings.

Compact

Before looking at ARI's recommendations in the compact class, we should note that they recommend the following equipment on *all* vehicles in order to help maximize resale and provide utility and comfort to drivers: automatic transmission, air conditioning, power steering, power brakes, stereo, tinted glass, body side moldings, wheel covers, cloth interior, and dual horns. Plus for compacts they recommend whitewall tires and cruise control for open-road high-mileage applications. Their recommendations in the compact class are: Buick Skylark, Dodge Aries, Ford Tempo, Mercury Topaz, Oldsmobile Calais, Plymouth Reliant, and Pontiac Grand Am.

"...size alone is not a perfect measure of suitability."

Many lessors are no longer restricting their recommendations to vehicle-size classifications. Wheels, for example, has a first level category covering vehicles in the "special fleet for low annual mileage/urban application." The priority for this category is low cost, and the prototype is the GM J-body. Recommended acquisitions are: Chevy Cavalier, Dodge Omni, Plymouth Horizon, Ford Escort L, AMC Encore S, Dodge Charger, Plymouth Turismo, AMC Alliance L, Ford Mustang, and Chevy Camaro. Prices on those vehicles range from the Omni's $7,287 to Camaro's $9,559, and four of the models are two-doors. Wheels additionally recommends a four-cylinder engine when possible, power steering, air conditioning, automatic transmission, power brakes, body side molding, AM/FM stereo, whitewalls, full wheel covers, tinted glass, and left-hand remote mirror, with rear defroster and tilt wheel as optional considerations.

Wheels also gives upgrade for this low annual mileage/urban application fleet: Dodge Omni SE, Plymouth Horizon SE, Mercury Lynx L, Ford Escort GL, Chevy Cavalier CS, Pontiac Sunbird, Buick Skyhawk Custom, Olds Firenza, Mercury Capri GS, Dodge Daytona, Chrysler Laser, and Pontiac Firebird.

Best Value

You will probably note that the inclusion of GM F-bodies on that list signals a move from the low-cost utility class. But before scrutinizing mid-size, it's important to look at a few more of the "new" categories. Earlier we touched on the long-term trends that PHH identified in the industry. The brunt of that lessor's arguments points toward the four-cylinder fleet vehicle. Along with the compelling economic advantages, they also note the continued disruption of fleet planning that is a by-product of selecting six-cylinders. Because size alone is not a perfect measure of suitability, PHH groups its "Best Value" recommendations around market image and price, offering the best all-around combination of image, fuel economy, safety, power, and resale value.

In the "Best Value" category, PHH recommends: Chevy Celebrity CL, Dodge Lancer, Ford Taurus, Olds Calais, Plymouth Caravelle, and Pontiac 6000. All these models are four-doors, with the exception of the Lancer, which is a hatchback. The GMs and Fords have 2.5-liter four-cylinder engines; the Chryslers, 2.2-liter fours. Projected prices average $9,540, and projected MPG figures average 24.7. These vehicles, it can be said, are hardly "fleet dogs," and insiders will also remark on the inclusion of the new Ford Taurus.

PHH recommends the same options that it has for the last two years: AC, automatic transmission, body side moldings, power steering, power brakes, WSW radials, tinted glass, front mats, AM/FM stereo, wheel covers, and cloth interior.

Performance

Because some companies have found it hard to get drivers to switch from sixes to fours, PHH has developed a strategy encapsulated in their new "Performance Group." This new group is keyed to the emergence of a new, young socio-economic class, often called "Yuppies," that attaches great value to style and comfort. Some of the cars in this group are six-cylinders, but the wide range of models and options appeals to a new group of fleet drivers who do not equate value with size and power but with creature comforts and self-expression.

Additionally, this PHH category offers drivers an incentive to save company money by choosing four-cylinder models with options over simpler sixes. The six-cylinder choices are: Chevy Celebrity CL, Ford Taurus, and Pontiac 6000. As an alternative there are these four-cylinders: Buick Skylark Custom, Chrysler LeBaron GTS, Olds Calais Supreme, and Pontiac Grand Am LE.

A second alternative in this class

continued on page 49

PHH's Performance Group Recommendations

1. As 6-cylinder choices offer:

Make of Car		Projected '86 Price	Projected '86 MPG
Chevrolet Celebrity CL		$ 9,850	22.0
Ford Taurus		$ 9,850	20.0
Pontiac 6000		$10,025	22.0
	Average Price	$ 9,908	
	Average Fuel Economy		21.3 MPG

2. As alternative choices, offer the following four cylinder models:

Make of Car	Body Style	Engine	Projected '86 Price	Projected '86 MPG
Buick Skylark Custom	4 Door Sedan	2.5L 4 cyl	$10,037	25.3
Chrysler LeBaron GTS	4 Door Hatchback	2.5L 4 cyl	$10,400	24.0
Olds Calais Supreme	4 Door Sedan	2.5L 4 cyl	$10,000	25.3
Pontiac Grand AM LE	4 Door Sedan	2.5L 4 cyl	$10,040	25.3
	Average Price		$10,119	
	Average Fuel Economy			25.0 MPG

3. Or offer the following Incentive Option Groupings as additions to the cars and options we recommend as Best Value

Lifestyle Option Packages		Est. Price
Chevrolet Celebrity Eurosport and AM/FM Stereo Cassette		$300
Ford Taurus MT5 with AM/FM Stereo Cassette		$300
Long Distance Comfort Packages		
Package A	Cruise Control Reclining Seats Tilt Wheel	$300
Package B	Cruise Control AM/FM Stereo Cassette	$300
Package C	Power Seats Stereo Cassette	$300

is to offer the incentive option groupings as additions to the cars recommended in the "Best Value" category. The "Lifestyle Option Packages" are Chevy Celebrity Eurosport with AM/FM cassette and Ford Taurus MT5 with AM/FM cassette. "Long-Distance Comfort Packages" are another incentive option addition to "Best Value" cars. Three packages with a $300 pricetag would be cruise control, reclining seats, and tilt wheel; cruise control and AM/FM cassette; and power seats and stereo cassette.

High Resale Two-Door

The PHH examples show the evolution for fleet vehicle categories. A similar example can be seen in Leaseway's '86 recommendations. The company's categories include FWD fuel economy, and then both compact and mid-size contemporary FWD fleet cars, as well as traditional RWD categories; moreover, there are both front- and rear-wheel-drive and full-size managers' cars. But one category of special interest is for "High Resale Two-Door Cars." If a company can use two-door cars, Leaseway strongly recommends it use these rear-wheel-drive models whenever possible: Buick Regal Limited, Oldsmobile Cutlass Supreme, Pontiac Grand Prix, Chevrolet Monte Carlo, Ford Thunderbird, and Mercury Cougar.

Basic recommended equipment on those models includes automatic transmission, power steering, power brakes, AC, tinted glass, AM/FM stereo, dual mirrors with left remote and right manual, body side moldings, front and rear mats, WSW tires, wheel covers, power door locks, power trunk release, cruise control, and tilt wheel. Moreover, Leaseway recommends "any 'pastel' color," going on to mention light blue, light green, beige, tan, or white.

Mid-Size

If some of these recommendations seem a bit complicated, those from U.S. Fleet Leasing provide a respite. USFL believes the mid-size category represents the best business compromise between economy and roominess, and 60 percent of the lessor's vehicle purchases are in that category. USFL recommends six models, ranked preferentially, with the last two representing a tie. With each is given estimated MPG, and total cost for a 24-month cycle given in dollars per month and cents per mile: Chevy Celebrity, 23 MPG, $417/month, $.200/mile; Dodge

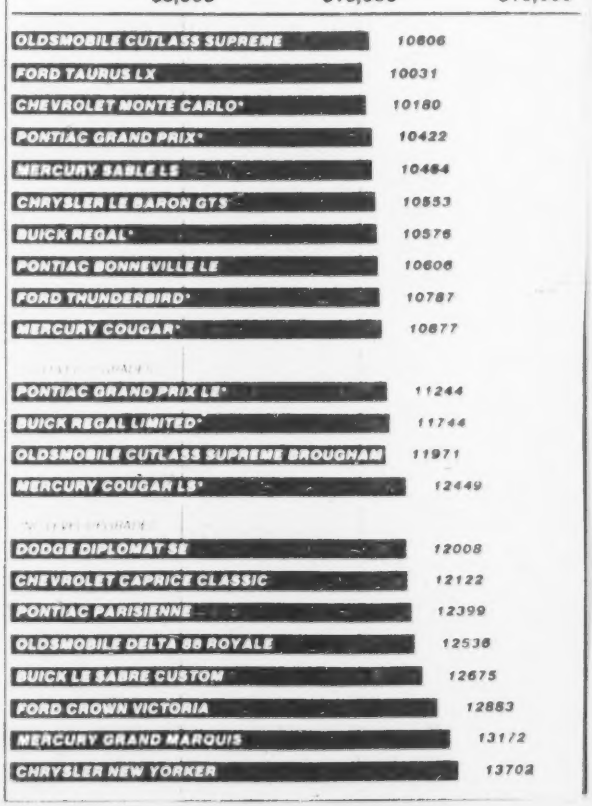
Gelco's Mid-Size Recommendations

	Acquisition Cost	*Operating Cost Cent/Mile*	*Resale Value*
Contemporary Category			
Ford Taurus	$ 9,750	$.0739	$4,800
Mercury Sable GS	$10,060	$.0739	$4,950
Dodge Lancer	$ 9,726	$.0749	$4,800
Chrysler LeBaron GTS	$10,008	$.0749	$4,900
Chevrolet Celebrity CL	$ 9,560	$.0758	$5,000
Plymouth Caravelle	$ 9,403	$.0766	$4,700
Pontiac 6000 LE	$10,059	$.0758	$5,500
Oldsmobile Cutlass Ciera LS	$10,060	$.0758	$5,500
Buick Century Custom	$10,079	$.0758	$5,550
Dodge 600	$ 9,352	$.0766	$4,600
Traditional			
Ford LTD Brougham	$ 9,435	$.0830	$4,950
Mercury Marquis Brougham	$ 9,777	$.0830	$5,150
Pontiac Bonneville LE	$10,142	$.0839	$5,500
Oldsmobile Cutlass Supreme	$10,485	$.0839	$5,600

Wheels' Level 4 Recommendations

BASIC FLEET FOR STANDARD APPLICATIONS

PRIORITY DRIVER ACCEPTANCE AND IMAGE
PROTOTYPE GM'S "G" BODIES



Aries/Plymouth Reliant, 24 MPG, $418/month, $.201/mile; Pontiac 6000, 23 MPG, $423/month, $.207/mile; Ford Taurus, 21 MPG, $434/month, $.208/mile; and Buick Century Custom/Oldsmobile Cutlass Ciera LS, 23 MPG, $436/month, $.209/mile.

In terms of supplementary information, USFL offers a number of tables, ranking fleet vehicles for: total cost of operation for 24 months and 50,000 miles, fuel economy (MPG), acquisition cost, approximate driving range, and rank within vehicle type (size category). These tables will be particularly helpful in comparing manufacturers' vehicles against each other.

Gelco has a particularly comprehensive set of recommendations for the mid-size category. Their list reflects the changing nature of the fleet vehicle, showing both "contemporary" and "traditional" categories. Under "contemporary" we find: Ford Taurus, Mercury Sable GS, Dodge Lancer, Chrysler LeBaron GTS, Chevy Celebrity CL, Plymouth Caravelle, Pontiac 6000 LE, Olds Cutlass Ciera LS, Buick Century Custom, and Dodge 600. Under "traditional" we find: Ford LTD Brougham, Mercury Marquis Brougham, Pontiac Bonneville LE, and Olds Cutlass Supreme.

Gelco additionally furnishes acquisition costs, operating costs in cents per mile, and resale values for these vehicles. Recommended equipment includes four-cylinder engine, automatic transmission, power steering and brakes, AM/FM stereo, dual mirrors, AC, tinted glass, cruise control, tilt wheel, electric rear window defogger, front and rear mats, white sidewalls, and body side moldings.

Staying in the mid-size category for a moment, we may want also to look at what Wheels recommends. The Chicago-based lessor terms this category "Basic Fleet for Standard Applications," but it breaks the category down into two different levels. First is that for which the priority is reasonable cost and driver acceptance, with the prototype being the GM A-body; the second is that for which the priority is on driver acceptance and image, with the prototype being the GM G-body.

The Wheels list for the mid-size cars where driver acceptance and image are the priority include: Olds Cutlass Supreme, Ford Taurus LX, Chevy Monte Carlo, Pontiac Grand Prix, Mercury Sable LS, Chrysler LeBaron GTS, Buick Regal, Pontiac Bonneville LE, Ford Thunderbird, and Mercury Cougar. You will note that five of those are two-doors — Monte Carlo, Grand Prix, Regal, T-bird, and Cougar. You may also note the acceptance of "contemporary" styling as contrasted with "traditional" lines.

In this category, Wheels recommends a six-cylinder engine, where available, as well as the usual spate of options, including cruise control and left-hand remote mirror.

Wheels also offers upgrades in the mid-size category. First-level upgrades are: Pontiac Grand Prix LE, Buick Regal Limited, Olds Cutlass Supreme Brougham, and Mercury Cougar LS. Second-level upgrades are: Dodge Diplomat SE, Chevy Caprice Classic, Pontiac Parisienne, Olds Delta 88 Royale, Buick Le Sabre Custom, Ford Crown Vic, Mercury Grand Marquis, and Chrysler New Yorker. Upgrades include such equipment as power windows, split front seats, dual remotes, heavy-duty suspension, tilt wheel, premium wheel cover, and power door locks.

Hertz Car Leasing also recommends the Olds Delta 88 and the Buick LeSabre in the full-size category. These new GM H-bodies are scheduled to arrive in November; on them, Hertz specifies V-6s.

Full-Size

It should be obvious that with vehicles such as those listed in the second level of Wheels' "Basic Fleet for Standard Applications," we are moving toward the "Executive" driver category. In designing its booklet profiling the coming model year, McCullagh Leasing, like other lessors, was hesitant to make general recommendations. "Our assumptions may or may not fit the profile of your own fleet," McCullagh cautions. "So even if we identified the vehicles that we think represent the best overall value, you would still have to judge whether those vehicles are 'best values' relative to your own requirements."

The experts at McCullagh have given their clients a tool for doing just that. Called a "Selector Worksheet," it gives the fleet manager a chance to assign different values indicating the importance of factors such as acquisition cost, cargo room, resale, and image. Having ranked the value categories, the

McCullagh's Management Recommendations

The vehicles in this class are recommended for functions where operating costs are balanced by other non-tangible requirements.

Recommended Replacement: 45,000 miles/24 months

Recommended Equipment

AM-FM Stereo	Front & Rear Guards	Steel Belted Radial Tires
Air Conditioning	Power Brakes	Tilt Wheel
Body Side Moldings	Power Door Locks	Tinted Glass
Speed Control	Power Steering	Wheel Covers
Automatic Transmission	Rear Defroster	

MANAGEMENT FLEETS

4 Door	2 Door	Standard Engine Cyl.	Litres	Est. EPA	Wheel Base	Cargo Area	FWD	RWD
CLASS M-1								
Buick LeSabre	Buick LeSabre	V-6	3.0	17	110.8	16.1	X	
Chevrolet Caprice Classic	Chevrolet Caprice Classic	V-6	4.3	18	116.0	20.9		X
Ford LTD Crown Victoria	Ford LTD Crown Victoria	V-8	5.0	16	114.3	22.4		X
Oldsmobile Delta 88	Oldsmobile Delta 88	V-6	3.0	17	110.8	16.1	X	
Pontiac Parisienne		V-6	4.3	19	116.0	20.8		X
CLASS M-2								
	Buick Regal Limited	V-6	3.8	19	108.1	16.2		X
Chrysler New Yorker		4	2.5	20	103.3	17.1	X	
	Ford Thunderbird Heritage	V-6	3.8	20	104.0	15.0		X
	Mercury Cougar XR-7 LS	V-6	3.8	19	104.0	14.6		X
Oldsmobile Cutlass Supreme	Oldsmobile Cutlass Supreme	V-6	3.8	21	108.1	15.2		X
Pontiac Bonneville LE	Pontiac Grand Prix LE	V-6	3.8	21	108.1	16.6		X

fleet manager then assigns each an "importance factor" from one to 20. The vehicles thus effectively recommend themselves.

If the fleet manager were to use the "Selector Worksheet" in the "Management" category, he or she would be evaluating vehicles "where operating costs are balanced by other less tangible requirements." McCullagh recommends management vehicles in two classes, the second an upgrade. The first includes two-door and four-door models. Four-door recommendations are: Buick LeSabre, Chevy Caprice Classic, Ford LTD Crown Vic, Olds Delta 88, and Pontiac Parisienne. All but the Parisienne also appear as two-door recommendations. The second "management" class also includes both four- and two-doors. Four-doors are: Chrysler New Yorker, Olds Cutlass Supreme, and Pontiac Bonneville LE. Two-doors are: Buick Regal Limited, Ford Thunderbird Heritage, Mercury Cougar XR-7 LS, Olds Cutlass Supreme, and Pontiac Grand Prix LE.

Executive

At the top of the selector list is the "Executive" category. When we look at the recommendations of Dart and Kraft, for example, we find projected acquisition costs for their recommended vehicles ranging from $12,415 to $14,873. Moreover, the equipment list includes all the "usual" options, plus whitewall radials, deluxe wheel covers, vinyl roof and two-tone paint, and six-way power seat. Listed in alphabetical order, Dart and Kraft's "Executive Class" recommendations are: Buick Electra, Chevrolet Caprice Classic Brougham, Chrysler New Yorker, Ford LTD Crown Victoria (luxury interior group), Mercury Grand Marquis LS, Olds 98 Regency, and Pontiac Parisienne Brougham.

In the "Executive" category, Hertz Car Leasing recommends Buick Electra Park Avenue, Olds 98 and Toronado, and Buick Riviera, again showing their preference for GM's new '86 models, this time, the E-bodies. Hertz also has a "Luxury" class, containing Lincoln Town Car and Cadillac's new Seville and Eldorado.

At the top of the line are what might be termed "Luxury Specialty" cars. Enterprise Leasing has a "Luxury" category, its base level including Chrysler New Yorker/Fifth Avenue, Lincoln Town Car/Continental, Buick Electra LTD, Cadillac De Ville, and Olds 98 Regency. The upgrade category includes Town Car's Continental Designer, Electra's Park Avenue, Cadillac Fleetwood, and the Olds 98 Regency Brougham. Moreover Enterprise also shows a "Luxury Specialty" category. In it are the Lincoln Mark VII, Buick Riviera, Cadillac Eldorado and Seville, and Olds Toronado Brougham.

Wagon

Most fleets no longer draw that strict a line between station wagons and small vans; with many fleets, in fact, the minivan is replacing the full-size wagon for small-cargo uses. In the station-wagon group, we find PHH recommending the Chevy Astro, Chevy Celebrity, Dodge Aries Custom, Dodge Caravan, Ford Aerostar, Ford Taurus wagon, Plymouth Reliant Custom, and Plymouth Voyager. Observers will note the emphasis on good utility and fuel economy.

To ensure saleability, PHH recommends AC, automatic transmission, power brakes, power steering, AM/FM stereo, third seat when available, tinted glass, front mats, body side moldings, wheel covers, WSW radials, heavy-duty suspension, and cloth or vinyl interior depending on service and climate.

In contrast to that complex menu is Hertz' recommendation for minivan, the Ford Aerostar.

On the subject of minivans, it may be additionally helpful to look at the equipment that McCullagh recommends: optional payload package, automatic transmission, right passenger seat, rear door glass, power steering, dual low mirror mounts, optional fuel tank capacity, and radio.

In summary, we might echo a word of advice implicit in a statement made by Lend Lease when it says, "We would be pleased to have the opportunity to develop recommendations for you based on the unique requirements of your fleet." Published recommendation should not be interpreted as recipes for fleet selection success. When studied, they can be used to reflect the changing profile of the "typical" fleet vehicle. But in terms of aiding the selection process, they are only general guidelines and must be tailored to each fleet's individual usage requirements. And that responsibility must always rest with the fleet manager. AF

Avis' Recommendations

(Avis does not make specific model recommendations but recommends vehicle category, engine, and model level based on vehicle assignment. Additionally, Avis recommends specific optional equipment in three model levels.)

Vehicle Assignment	Vehicle Category	Engine	Model Level
Economy/Special Purpose	Sub-Compact	4 Cyl	Base Level
	Small	4 Cyl	Base Level
Sales/Service	Small	4, 6 Cyl	Mid Level
	Mid Size	4, 6 Cyl	Mid Level
Managerial	Mid Size	4, 6 Cyl	Top Level
	Full Size	6, 8 Cyl	Base Level
	Specialty	4, 6 Cyl	Selective
Executive:			
Group I	Full Size	6, 8 Cyl	Mid Level
	Specialty	4, 6 Cyl	Selective
Group II	Full Size	6, 8 Cyl	Top Level
	Luxury	6,8 Cyl	Top Level
	Specialty	4, 6, 8 Cyl	Top Level

NOTE: Where use dictates, select hatchback, station wagon or "mini" van/wagon which best fits passenger & cargo requirements.

Fleet-Car Accessories: Weighing All the Options

Before invention of the "accessory" called the rear-view mirror, drivers in the Indianapolis 500 had to be accompanied by an observer/mechanic who watched through the back window for oncoming cars. A decade ago, just one of every four fleet vehicles offered cruise control as an accessory; today cruise is used by nearly 65 percent. Similarly, few fleets had heard of a "tilt" steering wheel in '75. But now, 10 years later, tilt's a fact for four in 10 fleet units, and more administrators are selecting that option all the time.

Though the popularity — and even the definition — of accessories and options may change over the years, their ability to satisfy drivers and help control holding costs thankfully remains the same. In a day of tight budgets and increasing emphasis on the business car as perk, that's good news for drivers and fleet managers alike.

"Fleet policy should clearly state what options the driver may add or change, and who is responsible for the resulting cost," advises a recent report by Runzheimer International of Rochester, WI. "The advantages of certain accessories are of both a personal and a corporate nature. At the employee's level, options can provide greater comfort, less fatigue, and often a greater degree of prestige. From a corporate standpoint, safety is improved, used vehicles are disposed of more quickly at higher resale values, and personnel relations are enhanced."

These days, the typical fleet car is equipped with automatic transmission, a four- or six-cylinder engine, AM/FM radio, power steering, and power brakes. But air conditioning, tinted glass, and cruise control are becoming more and more common on many fleet vehicles. And such additional options as a rear-window defogger, tilt steering, cassette-equipped radios, and power door-locks are being seen with increasing frequency.

Take cruise, for example, the innovative advancement allowing drivers to set a desired speed with the touch of a finger. According to the latest survey of new-car acquisition patterns by the National Association of Fleet Administrators, cruise continues its growth as an "option" fast becoming standard equipment. Among fleets in NAFA's manufacturing-consumer group, for instance, cruise was installed on all cars for 10 of 12 fleets ordering large cars; on 16 of the 20 ordering mid-size cars; and on five of nine fleets ordering compacts.

The NAFA survey revealed another interesting trend, this one relating to tilt steering wheels. While tilt is currently selected by some 37 percent of American fleets overall, fleets in NAFA's drug and cosmetic sector selected the option almost as frequently as cruise. Of 18 large-car fleets in this group, no fewer than 12 ordered tilt, while 15 requested cruise; of 31 mid-size fleets, 11 asked for tilt, while 13 selected cruise.

To Wayne Horn of the Indiana Auto Auction in Ft. Wayne, IN, such pairing of advanced accessories makes good economic sense. "At resale time, some options are not nearly as effective by themselves as they are in tandem," says Horn, who sells some 800 cars a week — 40 percent of them for fleets ranging from Lend Lease and Donlen to General Mills. "Two options that work well together are tilt with cruise, and power windows with power locks. The effect of such pairings may be all psychological, but it's an important effect, nevertheless. A guy will look inside a car and see only one button and say, 'Gee, I wish it had power windows *and* locks, too.'

"I have to wonder about fleet managers who try to save money by leaving one or the other of such options off," Horn continues. "They might have to spend an extra $140 up front, but they're going to get it back come auction time."

Which accessories make the *most* economic sense these days? "What's best will change with the type of car," Horn replies. "In certain cars, certain options are almost a prerequisite; in others, they're not so important. On any car from mid-size on up, tilt and cruise are almost

Optional Equipment to Buy or Not to Buy

Option	Price	Resale	Safety	Driver Convenience	Driver Preference
Power Windows	$225	$150	None	High	High
Power Door Locks	150	50	High	High	Medium
AM/FM Stereo	125	50	None	None	High
AM/FM Stereo & Tape	250	100	None	None	High
Vinyl Roof	200	0	None	None	Medium
Power Seats	200	100	None	Fair	Medium
Cruise Control	150	50	None	High	High
Tilt Wheel	100	50	None	Fair	Fair
Custom Interior	300	100	None	None	Medium
Power Trunk	50	0	None	Fair	Fair
Intermittent Wipers	50	0	None	Fair	Fair
Sunroof	700	300	None	None	Fair
Bumper Guards	50	0	None	None	Fair
Rear Defroster	100	0	High	High	Medium
Floor Mats	25	0	None	Fair	Medium

Source: *Wheels 1985 Preview Guide*

" 'Radio equipment is more important than ever...' "

mandatory. Power windows and locks are also very important. As you get into the upper mid-size, power seats become more essential.

"Radio equipment is more important than ever to today's used-car customer," Horn goes on. "AM/FM is as important as air conditioning, and cassette-tape decks are getting stronger and stronger. Rear-window defoggers are also a good option, particularly in the northern states."

Fleet managers are becoming more sophisticated about accessory selection, Horn adds. "They're realizing that resale value is one of the best ways to control holding costs. If you have 10 red Cieras lined up at auction, the one with a couple of extra buttons will probably sell first. The baby boomers are out there now, and they like their toys!"

Baby boomers are also driving today's business cars — a fact that Peterson, Howell and Heather recognizes in its recommendations for '86 fleet vehicles. "These folks...attach great value to style and comfort," PHH points out. "We believe that a strategy can be built around them, a strategy which can reduce fleet costs: Offer four-cylinder model/option combinations equal to the incremental cost of the six-cylinder engine. Let the driver decide whether power, image, or comfort are most important to his lifestyle, and then let the driver personalize the choice."

PHH, for instance, begins by recommending the Chevy Celebrity CL, Dodge Lancer, Ford Taurus, Olds Calais, Plymouth Caravelle, and the Pontiac 6000 as its "best value" fleet cars. Then in the "performance group," where six-cylinders are the first choice, PHH suggests offering "Lifestyle Option" packages on the four-cylinder "Best Value" cars. The $300 packages include combinations of cruise, reclining seats, tilt, and AM/FM cassette.

One fleet illustrating the value of a liberal accessories policy is that operated by Minnesota Mining & Manufacturing, where 7,866 cars, light trucks, and vans earned the company eighth place on *Automotive Fleet*'s latest Top 100. Based in St. Paul, MN, 3-M loads all of its sales-force sedans and station wagons with the likes of body side molding, tilt, cruise, tinted glass, AM/FM stereo, dual mirrors, rear-window defogger, full wheel covers, power steering and brakes, auxiliary lighting, and carpet insert floor mats. Management cars are equipped with still more, including intermittent wipers, two-tone paint jobs, and power windows and seats.

Beyond those generous options, the firm allows its drivers to upgrade even further at their own expense. Thirty-five percent regularly choose to do so, at an average cost of $125; the most popular extras are cassette radios and power door locks.

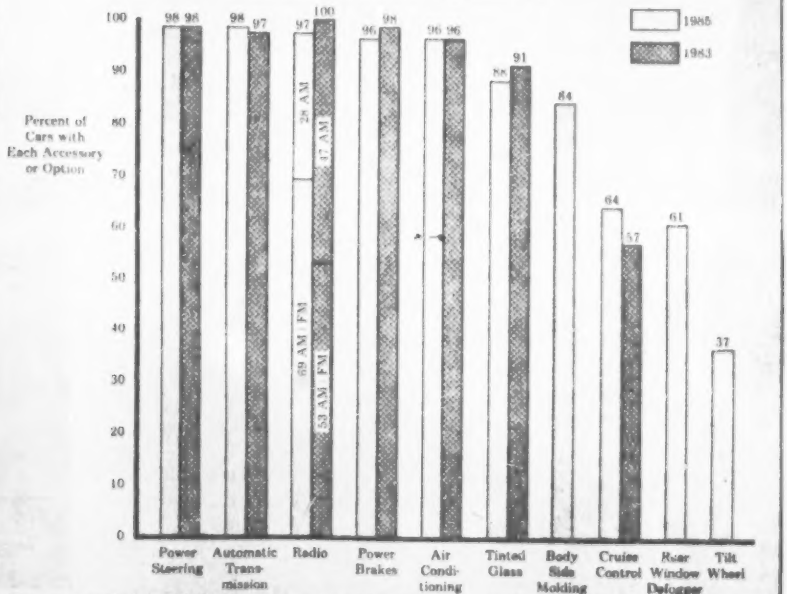
"We equip our cars in the manner that is most beneficial both to our operators and to our ability to resell the units," says Tim Hoffmann, 3-M's manager for employee transportation and travel services. "If you can see the accessory, we feel that it will be worth something at resale."

Trying to anticipate the hottest options on tomorrow's market can be risky, of course. But there might be some clues in recent statistics compiled by the weekly trade paper, *Automotive News*. Four years ago, for example, rear-window defoggers were installed as accessories on 52 percent of U.S.-built cars; by last year that figure had risen to 62 percent. Just 23 percent had power-side windows in '81; in '84 the number was 38 percent. While only 12 percent had AM/FM radios with cassette-decks in '81, last year 33 percent did.

Is it possible to predict fleet-car options of the future? Runzheimer thinks so. "Electronic dashboard displays, digital readouts, electronic theft prevention systems, vehicle and driver audio command capability, and computerized vehicle control will be nearly universal. Comfort and convenience options such as power steering and brakes, climate control, rear and side window defoggers, cruise control, tilt steering wheels, and electronic remote dual mirrors will become more and more standard... And inflatable air bags and/or passive restraint belt systems will be mandatory."

All in all, it's an outlook sure to cheer accessory manufacturers. Not to mention you *and* your drivers. AF

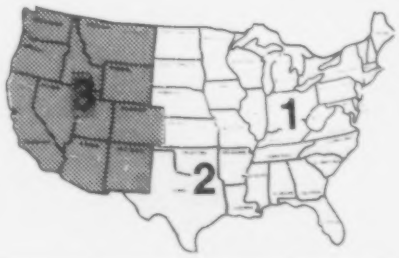
What Percentage of Respondent 1985 Model Fleet Cars Will Have Each of the Following Accessories or Options?



Source: Runzheimer's *1985-1986 Survey and Analysis of Business Car Policies and Costs.*

Used Cars

The following are average car prices for the period ending July 3, 1985. Prices are based on wholesale activity at major dealer auctions across the country. They are divided into three zones as indicated on the accompanying map. These averages are calculated electronically on IBM machines. They are based on clean cars only. Proper allowance should be made for upgrading sharp cars and proper deduction taken for fair cars. Automatic transmissions have been included in the averages of all models. This information is published in *Automotive Fleet* by special permission of Automotive Market Report.



Model	AVERAGE AUCTION PRICE Zone 1	Zone 2	Zone 3
83 AMC ALLIANCE			
Sdn	3882	3921	3843
83 AMC CONCORD			
Sdn	3141	3174	3109
Sta Wgn	3306	3338	3273
83 BUICK SKYLARK			
Sdn Custom	4510	4557	4467
82 BUICK SKYLARK			
Sdn	3694	3732	3658
83 BUICK REGAL			
Sdn	5896	5956	5837
Cpe	6061	6120	6001
82 BUICK REGAL			
Turbo Cpe	5418	5472	5362
Cpe	5247	5300	5194
83 BUICK CENTURY			
Sdn Custom	5806	5863	5745
82 BUICK CENTURY			
Sdn Custom	4926	4974	4877
83 CADILLAC			
Cpe DeVille	10458	10197	9996
Sdn DeVille	10037	10138	9936
82 CADILLAC			
Cpe DeVille	8345	6424	8258
Sdn DeVille	8291	8373	8210
83 CHEVY			
Chvt Htchbk 4-Dr	3064	3094	3032
Camaro Cpe 8	6530	6594	6464
82 CHEVY			
Chvt Htchbk 4-Dr	2211	2232	2189
Camaro Cpe 8	5654	5709	5596
83 CHEVY CELEBRITY			
Sdn	5451	5504	5393
82 CHEVY CELEBRITY			
Sdn	4540	4582	4493
83 CHEVY CAVALIER			
Sdn	4571	4617	4524
82 CHEVY CAVALIER			
Sdn	3666	3704	3632
83 CHEVY CITATION			
Cpe 6	3653	3690	3615
82 CHEVY CITATION			
Cpe 6	2829	2858	2798
83 CHEVY MALIBU			
Clas Sdn	5613	5425	5319
Clas Sta Wgn	5592	5646	5534
82 CHEVY MALIBU			
Clas Sdn	4446	4490	4402
Clas Sta Wag	4641	4685	4593
83 CHEVY MONTE CARLO			
Cpe	6062	6122	6002
82 CHEVY MONTE CARLO			
Cpe	5051	5102	4999
83 CHEVY IMPALA			
Sdn	5659	5715	5604
82 CHEVY IMPALA			
Sdn	4558	4605	4515
Wgn 9	4736	4785	4688
83 CHEVY CAPRICE			
Sdn	6337	6398	6273
Sta Wag	6555	6619	6487

Model	AVERAGE AUCTION PRICE Zone 1	Zone 2	Zone 3
83 CHRYSLER			
E-Class Sdn	5515	5570	5461
82 CHRYSLER			
New Yorker Sdn	6771	6840	6704
83 DODGE OMNI			
4 Dr Cust	3501	3535	3466
82 DODGE OMNI			
4 Dr Cust	2675	2702	2647
83 DODGE ARIES			
Cpe	4112	4155	4073
82 DODGE ARIES			
Sdn	3157	3188	3125
83 DODGE DIPLOMAT			
Sln Sdn	4698	4744	4651
82 DODGE DIPLOMAT			
Sln Sdn	3799	3838	3762
83 FORD FAIRMONT			
Futura 6-Cyl Sdn 4 Dr	3972	4009	3930
82 FORD FAIRMONT			
Futura Sdn 4-Dr	3163	3195	3133
83 FORD MUSTANG			
L-Cpe 4	4431	4475	4386
82 FORD MUSTANG			
L-Cpe 4	3574	3613	3539
83 FORD LTD			
Sdn	4790	4838	4741
82 FORD LTD			
Sdn	4282	4321	4238
83 FORD ESCORT			
Htchbk 4 Dr	3451	3486	3416
83 FORD CROWN VIC			
Sdn	7125	7198	7052
82 FORD CROWN VIC			
Sdn	5616	5675	5560
83 FORD THUNDERBIRD			
Cpe	6440	6506	6377
82 FORD THUNDERBIRD			
Cpe	5068	5116	5017
83 LINCOLN CONTINENTAL			
Sdn	12163	12285	12042
Mark VI Cpe	12290	12411	12166
82 LINCOLN CONTINENTAL			
Sdn	10043	10142	9942
Mark VI Cpe	10248	10350	10147
83 MERCURY COUGAR			
Cpe	6557	6620	6492
82 MERCURY COUGAR			
GS Cpe	5111	5161	5062
83 MERCURY LYNX			
HtchBk 2-Dr	3399	3434	3336
83 MERCURY MARQUIS			
Sdn	4848	4898	4803
82 MERCURY MARQUIS			
Sdn	4988	5037	4935
Wgn-2S	5142	5193	5089
83 OLDS CIERA LS			
Cpe	5722	5780	5666
Sdn	5796	5853	5738

Model	AVERAGE AUCTION PRICE Zone 1	Zone 2	Zone 3
83 OLDS CUTLASS SUPREME			
Cpe	6318	6382	6254
Sdn	6142	6206	6083
82 OLDS CUTLASS SUPREME			
Sdn	5208	5258	5157
Cpe	5411	5466	5356
83 OLDS DELTA 88			
Sdn	6396	6459	6336
82 OLDS DELTA 88			
Sdn	4930	4979	4882
83 OLDS DELTA 98			
Sdn	8823	8911	8734
82 OLDS DELTA 98			
Sdn	7284	7362	7213
83 OLDS OMEGA			
Sdn	4510	4557	4467
82 OLDS OMEGA			
Sdn	3694	3732	3658
83 OLDS FIRENZA			
Sdn	4826	4875	4777
82 OLDS FIRENZA			
Sdn	3964	4004	3922
83 PLYMOUTH HORIZON			
4 Dr Htchbk	3406	3439	3371
83 PLYMOUTH RELIANT			
Cpe	4124	4165	4082
82 PLYMOUTH RELIANT			
Cpe	3147	3179	3114
83 PONTIAC FIREBIRD			
Cpe 8	6598	6664	6533
83 PONTIAC 6000			
Cpe	5607	5664	5551
Sdn	5685	5739	5625
82 PONTIAC 6000			
Cpe	4701	4747	4656
83 PONTIAC GRAND PRIX			
Cpe	6256	6318	6192
83 VOLKSWAGEN JETTA			
4 Dr Sdn	5277	5329	5223
82 VOLKSWAGEN JETTA			
4 Dr Sdn	4491	4535	4446
83 VOLKSWAGEN RABBIT			
2 Dr Htchbk	4166	4207	4125
82 VOLKSWAGEN RABBIT			
2-Dr Htchbk	3175	3206	3142
83 DATSUN			
Sentra 2 Dr Std Sdn	3633	3668	3596
Stanza Hbk 4 Dr Dlx	4950	5000	4899
82 DATSUN			
210 Std 2 Dr	2665	2691	2638
Sentra 2 Dr	3018	3048	2988
Stanza Hbk 4 Dr Dlx	4029	4069	3988
83 TOYOTA			
Corolla Sedan 2 Dr	4560	4606	4514
Celica St	6390	6454	6326
Camry	7221	7293	7149
82 TOYOTA			
Corolla 2 Dr Sdn	3725	3762	3689
Celica St Cpe	5351	5404	5297